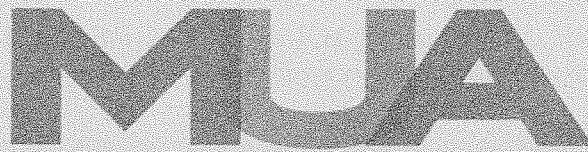


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POSTGRADUATE UNIVERSITY EXAMINATIONS - DECEMBER 2013

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF EXECUTIVE MASTER OF SCIENCE IN APPLIED MANAGEMENT
AND LEADERSHIP

MANAGEMENT UNIVERSITY OF AFRICA
LIBRARY

AML 502: PERSONAL LEADERSHIP DEVELOPMENT

DATE: 10TH DECEMBER 2013

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **Four (4)** questions.
4. Question ONE is compulsory.
5. Answer any other **TWO** questions.
6. Question one carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

PEOPLE ARE AN OBSTACLE TO GREAT PERFORMANCE, BUT THE LEADERSHIP IS THE GREATEST OBSTACLE OF ALL TIMES.

From the point of view of the employees, most hospitals would be better places if it weren't for patients. From the faculty's point of view, most universities would be great places if the students didn't get in the way. And most executives would agree that their businesses would run better if only they could be rid of the pain-in-the-neck from employees or customers. Even in tourist-based vacation spots, hotel personnel are often "inconvenienced" by guests. Civil servants agree they would do better if their leaders didn't get on the way with their adhoc demands. Though it sounds a bit facetious, the sentiment is familiar. People obstacles dominate the list of obstacles that prevent great performance in institutions, corporate and government organizations.

Employees' mentalities pose big obstacles. One executive said, "it's so clear what we have to do. We are losing market share. We are losing margins. We are falling further and further behind in product development. Yet, all my people do is stand around the water cooler and complain. The bulletin boards are full of anonymous letters saying, "Why don't you do something, Mr. President". Why is it my responsibility? They've got to get with it, or else we're all history. What do I have to do to get them to shape up?"

Listen to the traditional leadership paradigm at work. *"I know what needs to be done."* *"They have to shape up."* People obstacles prevent great performance. Like Mountains, they stand on the path for change and development.

REQUIRED

- a) What kind of results would you expect if the traditional leadership paradigm stated above was applied as a way to resolve the current issue? (10 marks)
- b) In this decade of intellectual capitalism, creating the need for employees to own the change is the sole leadership role. Explain how you as a leader, and an obstacle to your organization, would achieve the goal where everyone owns the problem. (15 marks)
- c) "Why is it my responsibility?" Whose responsibility is it to do something in the situations described above? (5 marks)

QUESTION TWO

The leader's primary responsibility is selecting potential leaders. The statement "Look for the gold, not the dirt in developing positive, successful people" speaks to the process of developing leaders. Discuss. (15 marks)

QUESTION THREE

An important component in developing your personal leadership is to understand how brain typology and Myers Briggs (TYPE indicators) influence those that you lead in their decision making, communication and other behaviors. Two groups i.e. T (Thinking) and F (Feeling) will be tasked in processing the information below to make corporate decisions.

"You are in a committee of ten working on a presentation to be delivered in a National Conference in Japan. All of you were supposed to go, all expenses paid but, alas! Breaking News! Budget cuts are to take place immediately and only 7 of you can go to Japan."

REQUIRED

- a) Decide who goes and describe the process you use to arrive to your final decision. (5 marks)
- b) What differences would you observe between the two groups (T and F) in their decision making process? (6 marks)
- c) Why the differences? (4 marks)

QUESTION FOUR

Personal leadership development requires a deep understanding about how personality type indicators affect ones leadership approach, time, and organizational management. Team one is a group of 5 people, ALL "Ps" (Perception) and Team Two is 5 people, ALL "Js" (Judgment). They are tasked with discussing and finding solutions to the following issues in the organization:

- a) People being on time
- b) People not completing tasks
- c) People being spontaneous and flexible
- d) People not meeting deadlines

REQUIRED

- a) Explain how Team ONE (Ps" and Team Two "Js" might differ in their approach to dealing with the issues above. (10 marks)
- b) How might Js and Ps differences affect group functioning in an organization? (5 marks).

